2010-11 Annual Report

Fire and Emergency Services – Newfoundland and Labrador

Progress continues in an effort to ensure the province of Newfoundland and Labrador and its residents are in the best position possible to prepare for, mitigate against, respond to, and recover from fires and other emergency situations...

TABLE OF CONTENTS

Message from the Minister 2

1.0 FES-NL Overview 3

Vision 4

Mandate 4

2.0 Lines of Business 5

3.0 Staff Distribution 7

4.0 Revenue and Expenditures 9

5.0 Other Key Statistics 10

6.0 Shared Commitments 11

7.0 Highlights and Accomplishments 13

8.0 Report on Mission 2008-2011 15

9.0 Performance Report 18

- Issue One Organizational Renewal 18
- Issue Two Public Education and Communications 22
- Issue Three Program and Policy Development 25
- Issue Four Comprehensive Planning 28

10.0 Opportunities and Challenges Ahead 31

11.0 Financial Statements 32

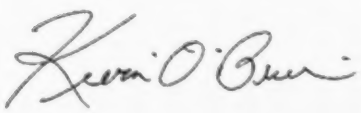
Message From The Minister

As Minister responsible for Fire and Emergency Services – Newfoundland and Labrador (FES-NL), it brings me great pleasure to present this Annual report for the 2010-11 fiscal year. This report was prepared under my direction in accordance with the *Transparency and Accountability Act*. As Minister responsible, I am accountable for both the preparation of the report and for the results reported within.

FES-NL continues to make solid progress towards a comprehensive, integrated program of mitigation, preparedness, response, and recovery for emergencies and disasters of any kind. The agency provides education, awareness, certification and training initiatives to ensure municipal and provincial fire and emergency services are as prepared as possible, while also remaining the lead coordinating body for large-scale emergencies in Newfoundland and Labrador.

Throughout this reporting period, headway continued to be made on a number of issues which has helped to move along the critical work of the agency. Most notably, in 2010, FES-NL coordinated response and recovery efforts following the September 21st effects of Hurricane Igor. Throughout this unprecedented event, management and staff of FES-NL worked with and guided numerous government departments and outside agencies and played a key role in assisting the province to pick up the pieces after such a devastating event.

This report provides an overview of the key results and financial information for the 2010-11 fiscal year. These results inform and illustrate the true dedication and commitment of our employees. I take this opportunity to thank all involved and express my full appreciation for the work they do. Their continued dedication certainly assists in further advancing emergency response capabilities and fire protection services throughout Newfoundland and Labrador.



HONOURABLE KEVIN O'BRIEN
Minister

1.0 FES-NL Overview

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition the agency is responsible for the development and maintenance of both a business continuity plan for the Government of Newfoundland and Labrador and an emergency management plan for the province. The development of a business continuity plan ensures that Government is prepared to continue to deliver its essential services in the event of a service disruption or emergency event. The Provincial Emergency Management Plan will ensure other service providers, including local and municipal governments, are also able to continue delivering essential services and respond to emergency events.

At the end of fiscal year 2010-11, the agency had a staff complement of 18 females and 11 males. FES-NL is headquartered in St. John's with 22 staff and operates regional offices with 7 staff in Clarenville, Grand Falls-Windsor, and Deer Lake. A new office in Happy Valley-Goose Bay will open in April 2011.

Fiscal year 2010-11 witnessed the continuation of funding related to Executive Support, Fire Services (Fire Commissioner's Office), Emergency Services (Emergency Measures Organization), Joint Emergency Preparedness Program (JEPP), Disaster Assistance, and Fire Protection Infrastructure.

FES-NL's initial operational and capital budget for 2010-11 was $10,925,700. An additional $20,410,000 ($18,750,000 under Disaster Assistance for Hurricane Igor) was added, bringing the total to $31,335,700. Expenditures associated with this budget included operational costs ($4,251,346) for Executive Support, Fire Commissioner's Office, Emergency Measures Organization, and JEPP. Capital costs ($26,085,324) were associated with the Disaster Financial Assistance Arrangements program (DFAA) under Disaster Assistance, as well as Fire Protection Infrastructure. Fire and emergency services projects approved under JEPP are cost shared 50/50 between approved groups and the provincial government with the Province's 50% share recoverable from the federal government. Provincial expenditures related to DFAA may be eligible for partial federal government reimbursement, up to 90% as per the DFAA cost-shared ratio. This past year, the provincial government received significant revenue from the federal government related to costs associated with the emergency response to and recovery from Hurricane Igor. Specifically, the agency collected a $16M interim payment to offset costs associated with Hurricane Igor. Work to finalize this claim is ongoing. Additionally, the Province advanced progress on the Badger Flood (2003) and Tropical Storm Chantal (2007) DFAA claims both of which have now had final audits completed and progress is being made to close these claims in the upcoming year. For

detailed expenditure information for the fiscal year ending March 31, 2011 please see page 32 – Financial Statements.

Vision

The vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, property and the environment.

Mandate

The mandate of FES-NL is derived from the *Emergency Services Act*. Section 3(1) of this Act established Fire and Emergency Services–Newfoundland and Labrador with a mandate to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies and disasters, and includes the development of a Business Continuity Plan for the Government of Newfoundland and Labrador.

2.0 Lines of Business

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompassed a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources.

Awareness, Education, Training and Certification

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public and the fire service. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various fire safety and public education programs.

With regards to the fire service in the province, the agency conducts fire services training, certification and testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. The agency also provides training and education programs such as Basic Emergency Management (BEM) and Emergency Operations Center Management (EOCM) for emergency response personnel. FES-NL also coordinates provincial applications for advanced emergency management training at the Canadian Emergency Management College in Ottawa.

Fire Services, Emergency Management and Support Services

FES-NL fulfills a number of planning, response, recovery and support functions under its fire/emergency management and support lines of business. As with the previous line of business, it assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in partnership with the affected area. FES-NL also manages any large scale emergency or disaster and coordinates the activities and operations of all first responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response.

Also, FES-NL is responsible for joint contingency planning with all levels of government, the private sector and civilian population. This is referred to as the Planning and Operations Program.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide certain financial assistance for emergency equipment and other resources at the municipal level to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster

places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training with ground search and rescue and to conduct flood assessment.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency once provided recommendations to the Department of Municipal Affairs on possible funding for firefighting infrastructure projects under the Municipal Capital Works program; however in fiscal year 2009-2010, FES-NL assumed administration of funding firefighting infrastructure projects on a go-forward basis. As well, FES-NL administers the Fire Protection Financial Assistance program.

FES-NL sets and develops fire service training standards or adopts national standards to ensure consistent application. It also distributes long service awards to firefighters.

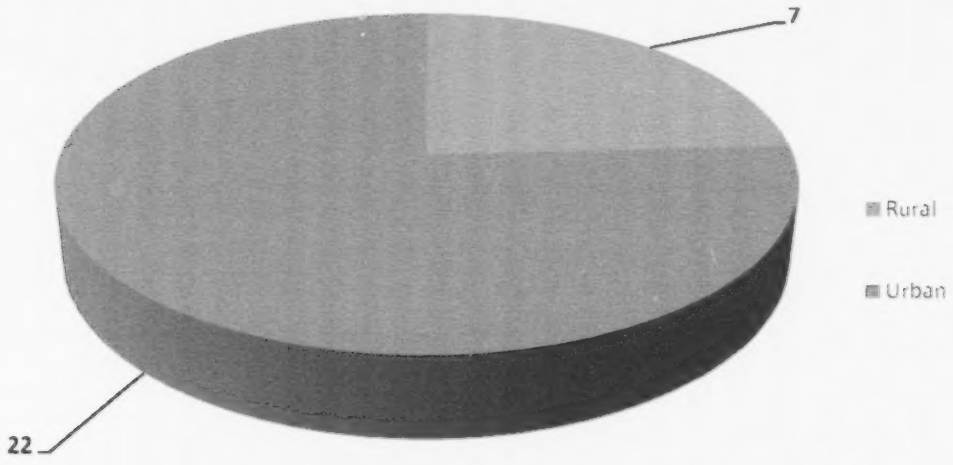
FES-NL provides facilitative and support services to provincial government departments and agencies for the maintenance of business continuity plans (BCP) and is developing an implementation strategy to move Government from plan development to the establishment of a BCP program for the Government of Newfoundland and Labrador.

Regulation, Enforcement and Reporting

FES-NL performs a number of inspection, investigation, report and permit functions in the delivery of the regulation, enforcement and reporting line of business to ensure fire protection and life safety. Examples include compiling the provincial fire loss statistics and annual fire loss report, conducting fire investigations, conducting fire prevention and life safety inspections, fulfilling the legislated responsibility for fire department inspections and issuing a variety of permits and orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, following the proclamation of the *Emergency Services Act* in May 2009, when a municipal council has established an emergency management plan it must be submitted to the Director of Emergency Services for approval prior to adoption by municipal councils.

3.0 Staff Distribution

Chart 3.1 – Rural vs. Urban Staff Distribution



*for purposes of this report, urban is defined as anything with the St. John's census metropolitan area (CMA). This area extends from Pouch Cove to Conception Bay South to Witless Bay

Chart 3.2 – Gender Specific Staff Distribution

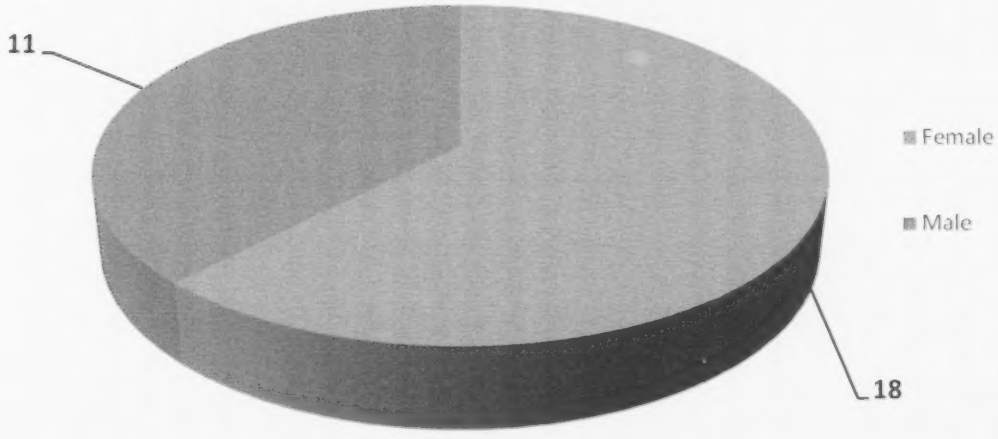
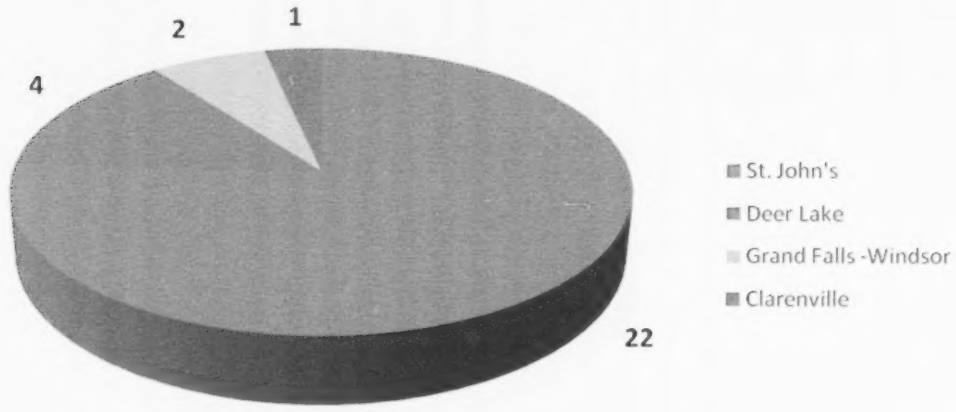
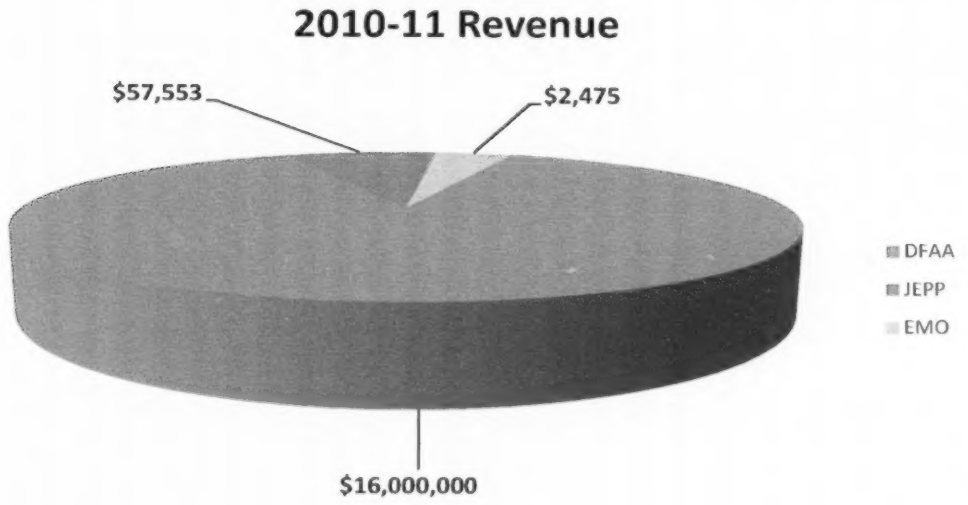
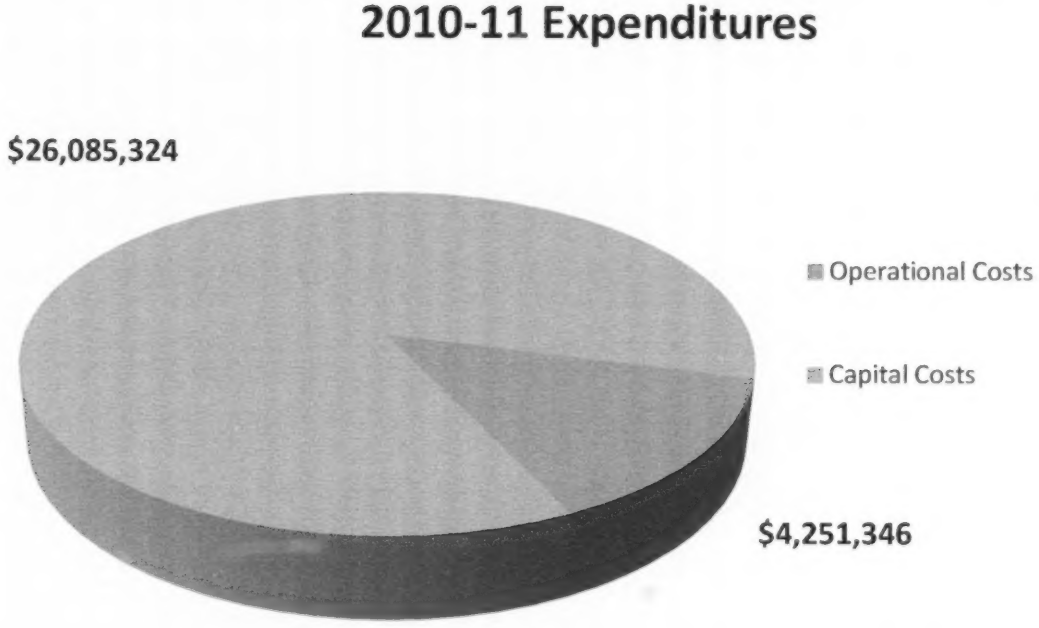


Chart 3.3 – Location-Specific Staff Distribution



4.0 Revenues and Expenditures





5.0 Other Key Statistics

This past year, FES-NL completed the development and implementation of the Fire Service Report Management System (FSRMS), an information management system which provides the agency with specialized information management capability in the fire service. This includes the ability to record and report the number of fire department incident responses and fire loss statistics for Newfoundland and Labrador. FES-NL commenced recording incident response data entry effective January 1, 2010. The reporting period utilized by the Canadian Council of Fire Marshals and Fire Commissioners is the calendar year.

The new *Fire Protection Services Act (Act)*, which remains to be proclaimed, includes a statutory obligation for fire departments to report fire losses to the Fire Commissioner. FES-NL anticipated the *Act* would be proclaimed in 2010 however due to unforeseen operational circumstances, the proclamation has been delayed to the 2011-2012 fiscal year. In the interim FES-NL records incident response reports that are submitted voluntarily by the fire departments and provides the following fire fatality statistics for the calendar year 2010.

Incident Location	Fire Cause	Date of Incident	Adult		Children
			Male	Female	
Mattis Point	Undetermined	January 25, 2010			1
St. John's	Accidental	February 2, 2010	1		
Happy Valley – Goose Bay	Accidental	February 4, 2010		1	
Corner Brook	Accidental	March 10, 2010	1		
Hopedale	Undetermined	May 9, 2010		1	
Nain	Undetermined	July 24, 2010	1		2
Pouch Cove	Accidental	August 17, 2010	1		
Nain	Undetermined	October 23, 2010	1		
Mt. Pearl	Accidental	December 17, 2010	1		
Total			11		

Please note: NFPA 921, Guide for Fire and Explosion Investigations, section 19.2.1.4 states that whenever the cause of a fire cannot be proven to an acceptable level of certainty, the correct classification is "undetermined"

6.0 Shared Commitments

Shared commitments represent activities within the scope of FES-NL's day-to-day operations which could not be achieved without the participation and cooperation of both internal and external partners. Partners of FES-NL include all stakeholders in the fire and emergency service field including local governments, fire departments, first responders, critical infrastructure providers, various federal and provincial government departments and agencies, police agencies, the private sector and many Non-Governmental Organizations found in Newfoundland and Labrador. Furthermore, FES-NL's shared commitments with these partners are linked to government's strategic direction of improving emergency preparedness for all citizens and communities in Newfoundland and Labrador.

Emergency Management and Fire Protection are by definition areas of shared responsibility. Only through the shared commitment of individuals, governments, and non-governmental organizations can FES-NL deliver on its mandate to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies.

In developing and supporting these essential partnerships, FES-NL focused in 2010-11 on four key areas in which it shares commitments with its clients, partners and stakeholders - emergency planning, training, equipment acquisition and emergency response.

In 2010-11, FES-NL continued to pursue an aggressive emergency planning agenda. Working in close cooperation with Municipal Governments, Municipalities Newfoundland and Labrador (MNL), and other local emergency service providers, both within and external to the Government of Newfoundland and Labrador, the agency made continued progress towards meeting the May 2012 legislative deadline for completion of business continuity and emergency plans at the provincial, regional and local levels.

FES-NL developed an implementation strategy for Business Continuity Planning in partnership with departments and agencies throughout the provincial government. The strategy addresses a number of issues that move government from a business continuity plan to a business continuity program. This commitment of FES-NL and its partner departments and agencies represents the collective desire of the public service to be ready and able to deliver critical programs and services to citizens of the province under adverse circumstances. Furthermore, FES-NL in partnership with municipal governments and local service districts supported the development of local and/or regional emergency management plans. FES-NL engaged in 27 active regional emergency planning initiatives involving 119 communities across the province. As of March 31, 2011, 70% of the province's population is residing in areas with emergency management plans.

As a small organization operating with a limited number of staff, the availability of an appropriately equipped, highly trained and geographically dispersed pool of emergency response personnel is critical to the maintenance of proper fire service and emergency management systems in the province. In 2010-11 FES-NL worked to strengthen its partnerships with the province's emergency response community through the delivery of expanded programs in both training and equipment acquisition.

FES-NL and its partners continued its strong commitment to training and preparedness. This could not be accomplished without full cooperation and commitment from a wide range of fire and emergency responders and the communities in which they serve. Collectively we believe that effective emergency preparedness begins with the availability of trained personnel armed with the knowledge and skills required to respond to fires and emergencies. Specifically in 2010-11, FES-NL delivered two fire and emergency management schools complete with curriculum on both fire protection services and emergency management services, as well as, a variety of workshops and other training events. For example, training on Incident Command Systems (level 300 and 400) and training regarding the conduct of fire investigations. These training opportunities were well attended by representatives of partner organizations including municipal fire departments, municipal councils, police departments, and other local emergency service providers.

In 2010-11 FES-NL continued its commitment to enhance the fire service throughout the province by helping communities acquire much needed firefighting equipment and vehicles. Cost-shared funding in the amount of $4M was provided to communities to purchase firefighting vehicles while an additional $1M was provided to purchase firefighting equipment. These financial contributions allowed FES-NL to partner with more than 100 local communities and their volunteer fire departments.

With regards to emergency response, in September 2010, Hurricane Igor savaged the eastern half of the island portion of the province, causing FES-NL, as lead agency, to move into full emergency response mode. It is during times of full scale response to major emergencies that FES-NL's reliance upon its partners is most evident. During the storm and through the days following, FES-NL repeatedly called upon its partners throughout the province to demonstrate the depth of their shared commitment to excellence in emergency management – with no call going unanswered.

Finally in 2010-11, FES-NL continued its strong partnerships with its federal, provincial and territorial (FPT) counterparts and provincial and territorial (PT) partners on a variety of issues related to fire protection and emergency management. While objectives of each group may differ, the outcome continued to be one of more open communication and sharing of information amongst jurisdictions. Examples of these forums include Senior Officials Responsible for Emergency Management (FPT), Canadian Council of Emergency Measures Organizations (PT), and the Canadian Council of Fire Marshals and Fire Commissioners (FPT). In addition, FES-NL continued to participate as a signatory to the International Emergency Management Assistance Compact as a member of the International Emergency Management Group (IEMG). The IEMG is tasked with coordination of inter-provincial and international response to any emergencies that may occur in the Eastern Canadian provinces and New England states for which assistance is requested.

7.0 Highlights and Accomplishments

For fiscal year 2010-11 FES-NL would like to acknowledge the following highlights and accomplishments.

FES-NL recommitted an annual operating grant to the Newfoundland and Labrador Association of Fire Services (NLAFS) of $41,000 and provided an additional $60,000 in support of NLAFS's "Learn not to Burn" program.

FES-NL provided compensation to municipalities whose fire and emergency services responded outside their municipal boundary. In 2010-11 sixty-three (63) incidents were responded to with a total cost of $22,350. These incidents included assistance in motor vehicle accidents and vehicle fires. Similarly FES-NL compensated municipal fire departments that responded to hazardous material incidents. This past year, 5 hazardous materials incidents occurred totaling $3,267. While this may not represent a large amount of money, it is important that municipal fire departments are supported in their efforts to respond to such events.

Once again this year, FES-NL successfully delivered two Fire and Emergency Services Training Schools. These were held in Grand Falls-Windsor (May 2010) and Conception Bay South (November 2010). The Spring training school in Grand Falls-Windsor saw 604 participants (including firefighters, municipal councilors, mayors and staff, and other emergency responders) representing 108 organizations and municipalities. In the Fall training school in Conception Bay South, registration was 257 participants representing 72 organizations and municipalities. In addition a number of regional training initiatives were held in conjunction with the fire and emergency schools. FES-NL approved 20 such events in fiscal year 2010-11 at a cost of $11,000.

In 2010-11, FES-NL received accreditation from the International Fire Service Accreditation Congress (IFSAC) for NFPA 1041, Standard for Fire Service Professional Qualifications, Level 1. This brings the total number of accredited programs to eleven; the other ten include – Firefighter I, Firefighter II, Hazardous Materials Awareness Level, Hazardous Materials Operations Level, Driver Operator, Airport Firefighter, Technical Rescue Technician, Rope Rescue Technician, Confined Space Rescue Technician, and Vehicle and Machinery Rescue Technician.

As mentioned previously, this past year, FES-NL engaged in 27 active regional emergency planning initiatives involving 119 communities across the province. With a sparse and aging population that is typical of many rural communities, FES-NL is promoting and assisting communities that want to cooperate with each other to develop regional emergency management plans. These communities are acknowledging that an emergency or disaster usually does not stop at the town's borders; in many cases it requires combined effort to plan for and overcome emergencies and their impacts. In some cases the larger community in an area has taken a leadership role and offered its expertise and resources to surrounding communities. As of March 31, 2011 70% of the province's population reside in areas with emergency plans in place, 8% are in areas where local and/or regional planning processes are nearing completion, and another 12% are in areas where the local and/or regional planning processes were initiated.

From May 17-20, 2010, FES-NL hosted the International Emergency Management Group Spring Conference which brought together representatives from Eastern Canadian provinces and the New England States. Approximately 30 delegates attended and shared experiences in managing emergency events such as the 2008 ice storm in New Hampshire, the American contamination response to the threat of anthrax and the Joint Task Force Atlantic's coordination to the Haitian earthquake response while Newfoundland and Labrador shared its experience with the development of a Business Continuity Plan for Government.

Lastly, FES-NL would be remiss if it did not include response and recovery efforts associated with the unprecedented effects of Hurricane Igor in its highlights and accomplishments. FES-NL is the provincial agency responsible for the coordination of the provincial response to large scale emergency events. Hurricane Igor was an unprecedented weather event that caused extensive damage throughout the eastern portion of the island. Days before the hurricane hit, FES-NL staff were monitoring the situation and were in contact with officials with Environment Canada and the Canadian Hurricane Center in Halifax. The day prior as it became apparent that Newfoundland and Labrador would be impacted, FES-NL advised the public of the impending storm and the need to be prepared. Staff readied supplies, personnel, made contact with municipalities and prepared the provincial Emergency Operations Center (EOC) for use. As part of our preparation, many government departments, the federal government, municipalities and external organizations were engaged. FES-NL worked with the Department of Education to have schools closed in advance of the impending storm. This helped to raise public awareness of the anticipated significance of the hurricane. At the height of the hurricane, FES-NL had opened the EOC and all emergency response partners (both internal and external to government) were fully engaged. Furthermore, FES-NL deployed two teams of well trained staff to the two hardest hit areas, the Bonavista and Burin peninsulas. While the EOC remained operational until October 6, 2010, recovery efforts are ongoing. Of primary importance to FES-NL was the delivery of a provincial disaster financial assistance program for individual, small businesses, not for profit and municipalities. By March 31, 2011, FES-NL had 2,009 claims under this program of which 1,606 were received, processed and closed. This is an unprecedented response.

8.0 Report on Mission 2008-2011

In 2006, the Government of Newfoundland and Labrador conducted a review of emergency preparedness and planning with a view to developing a comprehensive approach to emergency preparedness within the provincial government, and to make recommendations to government on financial and organizational requirements for more effective emergency preparedness. As a result of this review, a deputy minister was appointed with the responsibility for setting up and then heading a new emergency management agency that would report to the Minister of Municipal Affairs. The 2007-08 year thus marked FES-NL's first year of existence as a stand-alone provincial government entity. Prior to its creation, government resources dedicated to fire and emergency services was limited to a division within the Department of Municipal Affairs of approximately twelve staff from both the Fire Commissioner's Office and the Emergency Measures Organization. However, with additional executive, policy, information management, business continuity and financial resources, FES-NL was created. Its mandate was to implement an emergency management strategy designed to develop and maintain a robust emergency management system in the province, in collaboration with agency partners and stakeholders in planning against, preparing for, responding to and recovering from emergencies, disasters, and fires.

Newfoundland and Labrador had experienced its share of natural disasters and fires in recent years and understood that no single segment of society can meet the complex demands associated with responding to a major fire or disaster on its own. This new agency within government envisioned a program of emergency preparedness, mitigation, response and recovery for emergencies of any kind and its strategic issues included organizational renewal, public education and communications, program and policy development, and comprehensive planning. Keeping all this in mind, FES-NL's mission for 2008-2011 was developed and supported government's strategic direction.

Mission: ***By 2011, FES-NL will have worked towards the creation of a modern and robust fire and emergency management system in the province of Newfoundland and Labrador***

Measure: ***Modern and robust fire and emergency management system***

The following outlines five indicators which contributed to this measure;

(1) FES-NL has identified its organizational structure, is staffed and functioning

During this 2008-2011 reporting period, FES-NL focused its efforts on building a functioning, properly organized and managed agency. It revised and improved its organizational chart and management structure. It created separate divisional structures consistent with how government looks and operates. It has almost tripled in size and has grown its regional presence including a plan for a soon-to-be staffed position (Fire and Emergency Services Officer) in Labrador. A new Fire Protection Officer position was created and staffed in Clarenville and Regional Emergency Management and Planning Officers were assigned and positioned in St. John's, Grand Falls-

Windsor, and Deer Lake. A new headquarters office located on Hallett Crescent in St. John's effectively brought all FES-NL's St. John's staff from four separate office locations under one roof. FES-NL modernized and improved its equipment base for staff; these resources ranged from desks and various pieces of office equipment to vehicles including two mobile command trailers to be used in emergencies. FES-NL also made significant investments in skill development and training for staff in areas such as business continuity planning, fire protection services, hazmat, emergency management, and incident command. Finally, FES-NL made significant investment in the development of information management systems and processes including record keeping processes, disaster financial assistance information management, and fire services information management.

(2) Relationships with various agency partners have been established and/or enhanced including an understanding of respective roles

FES-NL's relationships with a wide variety of partners and stakeholders in the fire and emergency management field are crucial in the development of a modern and robust fire and emergency management system. One need only look at our experience with Hurricane Igor to see the breadth of partnerships required to respond to an emergency and the necessity of understanding our respective roles. During this reporting period FES-NL and its staff, including its regional staff, have established and/or enhanced its relationships with others through a variety of meetings and discussions with; other government departments and agencies on both the provincial and federal levels, municipal councils and local service district committees, volunteer fire departments, various emergency responders, the two police forces in the province, non-governmental organizations such as the Salvation Army, the Red Cross, and the Society of Newfoundland and Labrador Amateur Radio Operators. FES-NL has also encouraged its relationship building with its partners through the provision of presentations at conferences or conventions such as the Newfoundland and Labrador Fire Services Association Annual Convention, Professional Municipal Administrators Convention, and Municipalities Newfoundland and Labrador Convention. FES-NL also supports its relationship building and understanding respective roles with its partners through its participation in multi-agency emergency management exercises and the organization and delivery of the regionally based Fire and Emergency Services Training School, held twice annually.

(3) Applicable fire and emergency management legislation has been reviewed and changes to legislation recommended

Over the mission cycle, FES-NL met and exceeded its commitment to reviewing applicable fire and emergency management legislation and recommending changes to legislation. FES-NL, in partnership with officials from Justice, Municipal Affairs, and Legislative Council, concluded its line by line legislative review process of both the *Emergency Measures Act* and the *Fire Prevention Act*. This work resulted in the presentation of two new Bills in the House of Assembly in December 2008. These Acts entitled the *Emergency Services Act* and the *Fire Protection Services Act* received Royal Assent on December 18, 2008. The *Emergency Services Act* was proclaimed in May 2009 and the *Fire Protection Services Act* and subsidiary regulations are anticipated to come into force in fiscal year 2011-2012.

(4) An all hazards approach has been utilized in business continuity planning efforts within government departments and agencies

FES-NL's work in the area of all hazards business continuity planning has been very successful. By March 2009, all government departments and agencies involved in business continuity planning met the deadline to submit their own draft Business Continuity Plans. These plans were integrated into one draft Business Continuity Plan for the Government of Newfoundland and Labrador which was presented for consideration and subsequently approved. Work then commenced on the development of a business continuity planning implementation strategy, in partnership with government departments and agencies, and was subsequently approved. This strategy addressed a number of issues that would move Government from the development of a Business Continuity Plan to the introduction of a business continuity program. Government is now transitioning into business continuity program implementation. Furthermore, all government departments and agencies have completed communications plans to support their Business Continuity Plans and this work formed the basis of a draft provincial emergency communications plan for the Government's Business Continuity Plan.

(5) A public communication and awareness program has been developed by the agency

FES-NL has developed a public communications and awareness program to support the ongoing efforts of the agency. It has developed and taken live a new Fire and Emergency Services website populated with pertinent fire and emergency services information. It has produced a vast number of news releases and public advisories for both fire services and emergency services, raising the profile of the agency throughout the general public. FES-NL has developed and adopted a communications calendar to highlight important public safety information particularly regarding fire prevention week, winter fire safety, emergency preparedness week, and seasonal advisories such as hurricane season and storm surge warnings.

As can be seen above, FES-NL has been successful in achieving its mission and obtaining positive results on the indicators that were established for 2008-2011. FES-NL as a relatively new agency of government is properly organized, staffed and functioning, and has established and enhanced its working relationships with a wide variety of partners and stakeholders in the emergency management field. Fire and emergency management legislation has been reviewed, recommended, and in the case of the *Emergency Services Act*, is in force. Business continuity planning processes have been created and implemented throughout government, and government is transitioning from business continuity planning mode to program implementation. Lastly, FES-NL has established itself in the public domain as a recognized government agency responsible for disseminating general fire and emergency management public safety messaging and is known throughout our province's communities as a resource on fire and emergency management matters.

9.0 Performance Report:

Report on Goals 2008-2011 and Report on Objectives 2010-2011

Issue One **Organizational Renewal**

The creation of FES-NL incorporated the role and mandate of both the Office of the Fire Commissioner (OFC) and the Emergency Measures Organization (EMO) with the addition of its own executive, policy, financial support and information management positions, creation of project oriented Business Continuity Planning secretariat as well as additional human resources for the agency overall. FES-NL retains a provincial focus and operates similar to a central agency within government. To ensure the most effective delivery of services, the agency's resources were strategically placed throughout the province. Throughout this business plan cycle, FES-NL has undergone a process of organizational renewal, a key component of government's strategic direction. A plan to recruit a number of new positions was finalized and an internal organizational review resulted in the creation of a new organizational chart for the agency and assisted in the streamlining of operations and procedures. FES-NL is now better positioned to meet its overall mission and provide quality services to its primary clients. It has enhanced the capacity for the Province to respond to fire and emergency situations and has developed and implemented mechanisms to build the capacity required to support the Province's readiness to respond to fire and emergency situations.

Goal One: By 2011, FES-NL will have enhanced the capacity required to support the Province's readiness to respond to fire and emergency situations

Measure: Enhanced capacity

Indicators	***Actual Results***
Clients, stakeholders and partners are better informed regarding the roles and responsibilities of the agency	Over this business cycle, FES-NL focused on improving relationships with partners and stakeholders in an effort to clearly define the roles and responsibilities of the agency in a variety of ways. The development and delivery of the 12 Steps to Effective Municipal Emergency Planning and the many meetings and discussions FES-NL staff has had with local and regional emergency planning committees has not only highlighted FES-NL roles and responsibilities but has also clearly defined the roles and responsibilities of other emergency responders. FES-NL held regular meetings and discussions with NLAFS and attended annual general meetings/conventions with the Provincial Municipal Administrators (PMA) and MNL; roles and responsibilities were often discussed at such forums. It had meetings with

	Non-Governmental Organizations (NGO) partners such as the Salvation Army and Red Cross and internal government departments during the response to Hurricane Igor, which helped to clarify respective roles and responsibilities and program delivery issues. FES-NL participated in emergency planning exercises organized by external stakeholders, for example the airports in St. Anthony and Gander, and exercise Subsmash with the military. Over the last three years FES-NL delivered twice-annual Fire and Emergency Services Schools in which a variety of participants learned, among other things, the roles and responsibilities of FES-NL and other emergency responders. FES-NL spearheaded the completion of a provincial business continuity plan which helped all government departments and agencies explore their roles and responsibilities in the disruption of government services. FES-NL established a new approach to public communications in an effort to clearly define the roles and responsibilities of individuals, communities, and governments. Lastly FES-NL completed a full legislative and regulatory review which resulted in the renewal of the legislative framework governing the provision of fire protection services and emergency management services in the province. Both these Acts clarify the roles and responsibilities of FES-NL.
Effective business practices are implemented within the agency	FES-NL completed an organizational review which resulted in a new organizational chart for the agency. It completed a comprehensive business process analysis on both fire services and disaster assistance which helped to rationalize and streamline business processes and resulted in the development and implementation of two new information management systems: a fire service report management system and a disaster financial assistance claims system. Finally FES-NL invested in its information management capacity. A staff person is dedicated to information management fulltime, completed a records retention schedule, and completed an information management assessment capacity tool.
Staff are better prepared to meet the needs of clients	FES-NL completed a comprehensive learning and development plan to enable staff to enhance their knowledge and skill in their respective roles, and to meet legislative roles and responsibilities. All staff participated in training on Basic Emergency Management, Emergency Operation Center Management, First Aid, and "Creating a Respectful Work Place Training Program". In addition, staff attended training programs specific to their areas of work to enhance their personal knowledge and skills. For example,

	the Management team completed the "Great Leaders, Great Teams, Great Results " training program, and the Fire Protection Officers trained in fire investigation level II training.

The success reported above with respect to 2008-2011 goal is due in large part to the work completed in 2010-11, as per the objective, and to the successes achieved in objectives of the previous two reporting periods. Performance measures for this period are provided below.

Objective: By 2011, FES-NL will have implemented mechanisms deemed necessary to build the capacity required to support the Province's readiness to respond to fire and emergency situations

Measure: Mechanisms implemented to build capacity

Indicators	***Actual Results***
A new organizational chart is developed for consideration	FES-NL developed a new organizational chart which was approved in November 2010.
A Provincial Disaster Financial Assistance program is implemented	Work on the development of a formal Provincial Disaster Assistance Arrangements Program was interrupted by Hurricane Igor on September 21, 2010. However FES-NL was still able to implement and deliver an interim provincial disaster financial assistance program to respond to the many people impacted by Hurricane Igor. The Igor Program was based upon draft program guidelines. All that remains to be done is to formalize current practices in the delivery of disaster assistance programs for government's consideration.
A Provincial Disaster Financial Assistance database is developed	FES-NL has exceeded this indicator. A "Disaster Financial Assistance Claims" management system was developed and implemented during the emergency and response activities associated with Hurricane Igor.

FES-NL has completed its organizational renewal process. It is staffed, organized and functioning as a new agency within government with a clear vision: *a province where citizens, communities, partners and governments are better prepared to deal with, respond to and recover from fire, emergencies and disasters to protect the province's people, property and environment*; it has thereby enhanced the Province's readiness to respond to fire and emergency situations. A new organizational chart was developed and clients, stakeholders and partners are better informed about FES-NL's roles and responsibilities. FES-NL has implemented effective business practices and has better prepared its staff to meet client needs by ensuring a comprehensive learning and development plan is followed. The one piece of work which remains to be completed is the

formalized documentation of the Province's disaster financial assistance program. FES-NL expects this to be completed in the upcoming fiscal year.

Issue Two **Public Education and Communications**

The development of a public education program for programs and services of FES-NL was a brand new initiative and continues to be consistent with government's strategic direction. FES-NL has focused its efforts on the development and implementation of an internal communications program delivered throughout the public service, including the development of a provincial emergency communications plan to support the Provincial Government's Business Continuity Plan (BCP), as well as a public awareness program for both emergency preparedness and fire services. This is and will continue to be communicated through Public Service Network messages, news releases, departmental memos, and course offerings through Fire and Emergency Services Training School. Throughout this business cycle FES-NL has made significant head-way in establishing itself as a recognizable entity within government, responsible for matters of fire and life safety, and the coordinating body for large scale emergencies. A strategic effort has been made to outline important public safety information for members of the public service and specific segments of the general public, both as part of the regular course of business and in times of emergency. In this reporting period, FES-NL successfully activated a full-fledged government communications plan in response to Hurricane Igor which consisted of a team approach to disseminating information, while also highlighting routine issues of public safety throughout the year; an integral component in achieving the agency's overall mission.

Goal Two: By 2011, FES-NL will have implemented a comprehensive public education program for fire and emergency services

Measure: Implemented a comprehensive public education program

Indicators	*Actual Results*
Public Relations Specialist is hired	The Public Relations Specialist was hired in February 2008. However, during the 2009-2010 reporting period this position acquired additional duties. In January 2010, the Public Relations Specialist was reinstated as a full time position within FES-NL.
Internal communications program is developed and delivered	This indicator was achieved. FES-NL has developed and implemented an internal communications program which is delivered throughout the public service to advise on pending/potential weather or other emergency events and has also developed a provincial emergency communications plan to support the Provincial Government's Business Continuity Plan (BCP).
Public awareness program for fire and emergency services is developed and delivered	Since its creation, FES-NL has worked on a number of public awareness initiatives designed to raise its profile as a new government agency and increase awareness of fire and emergency services issues. A new Fire and Emergency Services website was created and the number of public

	advisories and news releases was increased. For example, in calendar year 2009-10, FES-NL issued approximately 20 news releases while in 2010-11, more than 80 news releases were issued. FES-NL has adopted a communications calendar to highlight important public safety information and actively publicizes its semi-annual Fire and Emergency Services Training Schools. Two components of work have also been developed to support public awareness initiatives: (i) the development of a long term public education marketing plan and (ii) the development of a crisis communication plan. While work on these components were delayed due to reassignment of other duties to the public relations specialist, FES-NL has now completed this work. The provincial public education marketing plan outlines important public safety information to be supplied and marketed to specific segments of the province's population, including the public service and includes communication through Public Service Network messages, news releases, and departmental memos. Members of the public service have also been advised of relevant course offerings available free of charge through Fire and Emergency Services Training School offered twice annually. The crisis communication plan includes the delivery of essential public safety messaging in times of emergencies to the public, while also highlighting issues of emergency preparedness for the public service.
A provincial emergency communications plan is developed	This indicator was achieved and the plan was activated during the Province's response to Hurricane Igor in September/October, 2010. The Igor response included a communications team approach to assist with public information, public advisories, media coordination, and the creation of an Igor "hot button" on government's website to facilitate quick public access to vital information from all affected government departments during the emergency response.

The success reported above with respect to 2008-2011 goal is due in large part to the work completed in 2010-11, as per the objective. Performance measures for this period are provided below.

Objective: By 2011, FES-NL will have completed a provincial emergency communications plan

Measure: Provincial emergency communications plan completed

Indicators	*Actual Results*
A provincial emergency communications plan is completed	This indicator was achieved. All government departments and agencies completed communications plans related to business continuity. A Public Information Officer Workshop was redeveloped and delivered for emergency responders, the public service, and community representatives during this reporting period. Furthermore, a full government communications plan was activated during Hurricane Igor. This included a communications team approach to assist with public information, public advisories, media coordination, and the creation of an Igor "hot button" on government's website to facilitate quick public access to vital information from all affected government departments during the emergency response.

FES-NL recognizes that successful public education and communications initiatives are of great importance in the functioning of a modern and robust fire and emergency management system. Through the design of a public education and marketing plan and planned implementation of targeted public education initiatives, FES-NL will build on ground already gained in branding the agency as being synonymous with the fire and life safety and emergency preparedness authority in Newfoundland and Labrador. FES-NL notes that the ways and means of public education and communications must be fluid to adapt to the newest and most innovative ways to reach the general public. This will allow the agency to continue to build on the knowledge of residents and to better prepare the province to respond to and recover from fires and other emergencies.

Issue Three **Program and Policy Development**

In an effort to further strengthen and sustain both the fire services in the province and emergency management capabilities, FES-NL continued to concentrate its efforts on the development of a program and policy framework. The streamlining of operations and the development of programs and policies to support FES-NL services will ensure a consistent and equitable approach to service delivery. Developing a provincial disaster financial assistance program which mirrors the federal government's Disaster Financial Assistance Arrangements (DFAA) program remains a key initiative for FES-NL. Furthermore, throughout this past reporting period, FES-NL made significant progress in the development of policies and programs to strengthen the volunteer fire service, thereby enhancing emergency preparedness response and recovery activities. Policy and program development which strengthens and sustain both fire services and emergency preparedness is a critical component of the government's strategic direction.

Goal Three: By 2011, FES-NL will have initiated the development of policies and programs for the efficient delivery of emergency preparedness response and recovery

Measure: Initiated the development of policies and programs

Indicators	*Actual Results*
A provincial disaster financial assistance program is operational	With the advent of Hurricane Igor on September 21, 2010, FES-NL demonstrated its ability to implement and deliver a provincial disaster financial assistance program. Two thousand and nine (2,009) individual, small business, and not for profit claims were received by March 31st and 1,606 of these claims were closed. FES-NL remains committed to formalizing the current practices in the delivery of disaster assistance programs for government's consideration in the upcoming fiscal year.
Provincial fire services is assessed	This indicator has not yet been met. FES-NL has taken a strategic approach to making progress on this indicator and acknowledges that the work associated will take more time and resources than initially anticipated. The approach to assessing municipal fire protection will be outlined in Business Plan 2011-2014 and as indicated in the following table on page 26, some progress on this indicator has been made.
The agency's capability to effectively manage DFAA regulations is enhanced	During the 2008-2011 business cycle, FES-NL met this indicator. FES-NL streamlined internal business processes associated with the federal DFAA program. It updated and modified internal application and adjuster forms associated with the DFAA compensation process. FES-NL also

	developed and implemented a disaster financial assistance claims management database. FES-NL has proven its ability to effectively manage DFAA regulations by closing 4 old DFAA claims (Storm Surge 2000, Hurricane Gabrielle 2001, North East Coast Flood 2006, and Burin Flood 2006). It has also completed final audit on the Badger Flood of 2003 and Tropical Storm Chantal 2007 and is awaiting concurrence from the federal government. Finally an interim audit of Hurricane Igor was completed by the end of March 2011 with associated revenues of $16M for FY 2010-2011.

The success reported above with respect to 2008-2011 goal is due in large part to the work completed in 2010-11, as per the objective. and to the successes achieved in objectives of the previous two reporting periods. Performance measures for this period are provided below.

Objective: By 2011, FES-NL will have initiated the development of policies and programs for the efficient delivery of emergency preparedness response and recovery

Measure: Development of policies and programs initiated

Indicators	***Actual Results***
Information is gathered to inform the development of a program and policies to strengthen the volunteer fire service	In 2010/11 FES-NL developed and began the implementation of a standardized municipal fire protection assessment tool which is used in conjunction with FES-NL's newly developed Fire Service Report Management System (FSRMS). These standardized assessments allow FES-NL to collect and organize data on key elements of the volunteer fire service including equipment inventories, equipment age and condition, firefighter training, and fire department record keeping. This information is utilized to assist FES-NL to advise local governments and the Minister on the adequacy of fire protection. It plays a key role in assisting FES-NL in the design and delivery of a support service and financial assistance program to meet identified needs and priorities. For this reporting period, FES-NL set a target of 10% completion of municipal fire protection assessments and exceeded this target (14.5%; 43 of 295 volunteer fire departments). Furthermore, FES-NL worked with the Community Accounts Division of the Department of Finance on a spatial analysis project to geographically map current locations of fire departments in the province. This information was available on line by March 2011.

	Combined, all this information will help FES-NL in its efforts to move the current fire protection services delivery system towards a modernized and rationalized fire protection service. Lastly, FES-NL retooled its application policies for firefighting equipment and vehicles; these new policies were made available on FES-NL's website by mid March 2011 and were shared via email with all municipalities.

During this past year, FES-NL's experience with dealing with a large scale provincial emergency demonstrated its ability to implement and deliver a provincial disaster financial assistance program which mirrors the federal government's DFAA program and to effectively manage federal DFAA regulations during such an event. While FES-NL had hoped it would have finished its assessment of the provincial fire service by the end of this business cycle, it was learned that the work associated will take more time and resources than originally anticipated. Regardless, significant progress was achieved on the gathering of information to inform the development of a program and policies to strengthen the volunteer fire service. This progress has resulted in a new strategic approach to assessing municipal fire protection and moving it towards a modernized and rationalized service. This will be a key focus in FES-NL's upcoming business plan.

Issue Four **Comprehensive Planning**

An essential element of developing a modern and robust fire and emergency services system is comprehensive planning and this was and is directly linked to the government's strategic direction. As part of this process, FES-NL led the development of a Business Continuity Plan (BCP) for the provincial government that identified essential services, critical infrastructure, and information management/information technology required to ensure that essential government services will remain available if impacted by a natural, human, or technological event or disaster. This past year, all government departments and agencies updated their business continuity plans and FES-NL, in partnership with all government departments and agencies, commenced the process of implementing a business continuity program within government. FES-NL also continued a strong focus of providing assistance and support to local service districts and municipalities in developing and completing their own emergency management plans. These elements, in combination with others, will comprise the core of the Provincial Emergency Management Plan and FES-NL has made progress on this initiative this past year.

Goal One: By 2011, FES-NL will have introduced enhanced processes to support comprehensive planning

Measure: Introduced enhanced processes

Indicators	*Actual Results*
Government's business continuity plan is developed	Over the 2008-11 business cycle, FES-NL led the development of a business continuity plan for the provincial government that identified essential services, critical infrastructure, and information management/information technology required to ensure that essential government services will remain available if impacted by a natural, human or technological event or disaster. Furthermore, FES-NL lead the development of an implementation strategy for business continuity planning. This is moving government from the development of a business continuity plan to the development of a business continuity program.
The development of municipal business continuity and emergency plans are supported	FES-NL created three Regional Emergency Management and Planning Officer (REMPO) positions and placed them strategically throughout the province and assigned them a geographical region in which to work. (It should be noted that an additional position for Labrador is being pursued). These REMPO positions provided valuable assistance and support to communities experiencing emergency situations and in the development of emergency management plans. The *Emergency Services Act* was proclaimed in May 2009 and required all municipalities and local service districts to

	have emergency management plans in place by May 2012. A "12 Steps to Effective Municipal Emergency Planning" guide with accompanying DVD was distributed to municipalities across the province in early 2010. In addition, the REMPO group developed and delivered a complimentary workshop to supplement the 12 step resources and offered to meet with officials from every municipality and local service district throughout the province. REMPO staff met with numerous community officials to support the development of their emergency management plans. For example, by March 31, 2011 REMPO staff were engaged in 27 active regional emergency planning initiatives involving 119 communities across the province.
The development of the provincial emergency management plan is initiated	FES-NL initiated the development of a provincial emergency management plan. A framework document was developed to guide the creation of a draft provincial emergency management plan.

The success reported above with respect to 2008-2011 goal is due in large part to the work completed in 2010-11, as per the objective. Performance measures for this period are provided below.

Objective: By 2011, FES-NL will have enhanced processes to support comprehensive emergency planning

Measure: Processes enhanced to support comprehensive emergency planning

Indicators	*Actual Results*
Provincial Emergency Management Plan is drafted	This indicator has not yet been fully achieved. A framework document was prepared to inform the development of a draft provincial emergency management plan however, Hurricane Igor interrupted progress on this initiative. FES-NL will comply with the legislative obligation to have a provincial emergency management plan in place by May 2012.
Municipalities and local service districts are supported to develop emergency management plans	In this reporting period FES-NL's three Regional Emergency Management and Planning Officers actively supported municipalities and local service districts in emergency management planning activities. In Central region, 65 municipalities and 15 local service districts participated in either emergency management training, an emergency management planning workshop, or an emergency planning

	meeting. In Western region, 26 municipalities and one local service district and in Eastern region 49 municipalities and seven local service districts did the same.

Significant progress has been made on the strategic issue of comprehensive planning. Government has moved from business continuity planning (process) to an environment where business continuity is becoming a part of the daily business of government (program). Municipalities and local services districts are being supported in their efforts to create local and or regional emergency management plans especially considering the widespread impacts of Hurricane Igor which was felt in many of our communities. While progress on the development of a provincial emergency management plan was interrupted by the response and recovery efforts associated with Hurricane Igor, FES-NL is confident that the legislative deadline of May 2012 will be met and the Province will have its first provincial emergency management plan. FES-NL is keenly aware that comprehensive planning will continue to be a focus of its work – it is not enough to develop plans; they must be current and relevant which means reviewing, revising, updating and exercising emergency management plans.

10.0 Opportunities and Challenges Ahead

Building upon the progress FES-NL made in the completion of municipal fire protection assessments, FES-NL recognizes that it is time to reflect and take stock of the state of the current fire protection service delivery system in the province and move towards modernizing and rationalizing the delivery of these services. The needs of municipal fire protection services will be assessed, with a focus on the firefighting equipment, fire department vehicles, and the training requirements of volunteer firefighters. These assessments will then assist municipalities to make evidence based decisions about the type of fire protection services it can provide. These assessments will also assist FES-NL to evaluate and revise the current training model for fire protection services.

This upcoming year, the proclamation of the new *Fire Protection Services Act* and associated regulations, represent a new opportunity in that the delivery of fire protection services in Newfoundland and Labrador will now have a new legislative framework from which to operate.

Last year, FES-NL concluded the recruitment of a Fire and Emergency Services Officer position for Labrador. This blended position offering expertise in both emergency services and fire protection services and located in Happy Valley – Goose Bay, significantly enhances communications and operational ability with municipalities, local services districts and emergency responders in this region. The Fire and Emergency Services Officer was hired in April 2011.

In the upcoming year, FES-NL will continue to seek opportunities to assist municipalities and local service districts in meeting their legislated mandate of having an emergency management plan in place by May 2012. Furthermore, as indicated previously FES-NL's work on a provincial emergency management plan was interrupted by Hurricane Igor therefore FES-NL will be challenged to complete, in partnership with other government departments and agencies, a provincial emergency management plan by May 2012.

As government has moved from the development of a Business Continuity Plan (BCP) to the implementation of a BCP Program, a challenge ahead is testing and/or exercising the existing government BCP. This will be the first time that FES-NL has conducted such an activity and the exercise stands to strengthen the Province's ability to recover following an adverse event which impacts the delivery of government's services.

Finally, following the events associated with Hurricane Igor on September 21, 2011, FES-NL is engaged in a lessons learned process and will be producing a report of what went well, what improvements could be made, and associated considerations for future change.

11.0 Financial Statements

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2011 (un-audited). FES-NL is not required to provide audited financial statements.

		Actuals	Amended	Originals
4.1.01	EXECUTIVE SUPPORT			
	Salaries	505,333	514,100	579,100
	Employee Benefits	1,011	1,500	-
	Transportation & Communication	28,978	47,500	100,000
	Supplies	12,972	14,700	10,000
	Professional Services	-	106,900	250,000
	Purchased Services	351,256	385,000	378,900
	Property, Furnishings & Equipment	16,221	25,400	35,000
	Total Executive Support	915,771	1,095,100	1,353,000
4.1.02	FIRE COMMISSIONER'S OFFICE			
	Salaries	551,351	562,600	592,600
	Employee Benefits	7,448	8,000	4,000
	Transportation & Communication	138,118	144,000	96,000
	Supplies	54,033	58,300	38,300
	Professional Services	-	200	2,000
	Purchased Services	280,187	286,300	214,300
	Property, Furnishings & Equipment	6,482	6,800	6,800
	Allowances & Assistance	159,900	190,000	190,000
	Grants & Subsidies	1,230,281	1,230,500	1,126,500
	Total Fire Commissioner's Office	2,427,800	2,486,700	2,270,500
4.1.03	EMERGENCY MEASURES ORGANIZATION			
	Salaries	541,640	546,900	451,900
	Employee Benefits	-	5,700	6,000
	Transportation & Communication	148,238	155,000	161,000
	Supplies	48,122	50,000	28,500

	Professional Services	--	--	19,400
	Purchased Services	50,494	63,300	20,400
	Property, Furnishings & Equipment	31,390	33,000	33,000
	Revenue – Provincial	(2,475)	(1,500)	(1,500)
	Total Emergency Measures Organization	**817,409**	**852,400**	**718,700**
4.1.04	**JOINT EMERGENCY PREPAREDNESS PROJECTS**			
	Grants & Subsidies	87,892	282,000	282,000
	Revenue - Federal	(57,553)	(282,000)	(282,000)
	Total Joint Emergency Preparedness Projects	**30,339**	**--**	**0**
4.1.05	**DISASTER ASSISTANCE (Capital)**			
	Salaries	568,292	568,300	-
	Transportation & Communication	352,934	353,100	-
	Supplies	138,571	138,900	-
	Professional Services	2,635,796	2,770,100	-
	Purchased Services	1,994,024	2,381,000	-
	Property, Furnishings & Equipment	3,317	3,400	-
	Grants & Subsidies	16,331,362	16,335,200	3,800,000
	Revenue - Federal	(16,000,000)	(17,000,000)	(17,000,000)
	Total Disaster Assistance	**6,024,296**	**5,550,000**	**(13,200,000)**
4.1.06	**FIRE PROTECTION INFRASTRUCTURE**			
	Grants & Subsidies	4,061,028	4,068,000	2,500,000
	Total Fire Protection Infrastructure	**4,061,028**	**4,068,000**	**2,500,000**
	TOTAL FIRE AND EMERGENCY SERVICES	$14,276,643	$14,052,200)	$(6,357,800)